

LEADERSHIP STYLES IN MULTICULTURAL TEAM

Case: Company X, Finland

Abstract

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Title of publication Leadership Styles In Multicultural Team		
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<p>Abstract</p> <p>Organizations are changing on a daily basis, globally. When the employees from different cultural backgrounds are put to work together then it can be productive as well as challenges to the organization. So, it is also a social responsibility of the organization and leaders to adapt the diversity. Different research help organization to develop leadership styles in multicultural workplaces. The main reason for the thesis is to discuss how different leadership styles are applied when leading multicultural teams. Besides, the research also examines understand the multicultural organization, cultural diversity, the impact of diversity and challenges in the multicultural working environment of the 21st century.</p> <p>The following thesis is executed through qualitative research where the theoretical parts explain the multicultural organization and team, culture, cultural diversity, level of culture, leadership, different leadership styles. In the research, different published books, articles, journals and reliable electronic sources have been used to gather the data for the secondary source whereas the interview method has been used to gather and analyse the data which is the primary source of data collection.</p> <p>The answers from the interview are used to show how leadership is applied to lead a multicultural team. The result showed that the leader has been following the contingent leadership style and has helped the leader to overcome most of the challenges. However, in leadership, the leader faces challenges in cross-cultural communication as well as delays in fulfilling delegated responsibilities. Furthermore, cross-cultural communication skills training is recommended to boost leadership.</p>		
<p>Keywords</p> <p>leadership, leadership style, multicultural team, multicultural organization, cultural diversity, culture</p>		

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1 INTRODUCTION

1.1 Background

Multicultural leadership is a melting pot of leadership styles, preferences, and skills. Leadership styles are certain practices or abilities that a leader possesses to get the job done for the organization. In this 21st century, globalization has affected the organization in the fast-changing working environment. The movement of people from one region to another region has become easier. Due to the fading away of the regional boundaries, the drift of people from different regions and cultures have grown dramatically.

In the upcoming era, cultural diversity is likely to be the main issue in the organization and therefore the organization should act immediately recognizing this future issue. The multicultural team possesses different ideas, working attitude, innovative and productive working environment, and great potential for the organization. However, the organization must face constant change and make it fit for a fast-changing working environment. The change of fast working environment has marked new challenges and conflicts to the leader as well as to employees. Therefore, the leader plays a critical role in handling all those challenges and conflicts. In a modern organization, understanding multiculturalism and diversity workplace have become a vital quality of leadership.

Moreover, different leadership styles are explained in the theoretical literature to understand the leadership styles and to cope up in the multi-cultural working environment. The study of leadership styles helps the reader to understand how leadership styles can be applied to lead a multicultural team.

1.2 Thesis objectives and research questions

The main objective of the research is to learn and help the reader able to understand leadership, different leadership styles, multicultural organization and team, cultural diversity and culture.

Therefore, the main research question is:

- How do different leadership styles apply to lead a multi-cultural team?

The following are the sub-questions to support the main research question:

- What is a multicultural organization and multicultural team?
- How does cultural diversity exist in a multicultural team?
- How could a leader develop a leadership style?
- How does a multicultural team perform under a specific leadership?

1.3 Thesis structure and research methodology

Figure 1 below shows the structure of the thesis where the introduction of the thesis is explained first. After that, the theoretical framework is explained in different headings with the help of different secondary sources and then the empirical part is addressed. The empirical part of this thesis is also explained in different headings using a primary source. Summary and conclusion of the thesis are addressed after the empirical part.

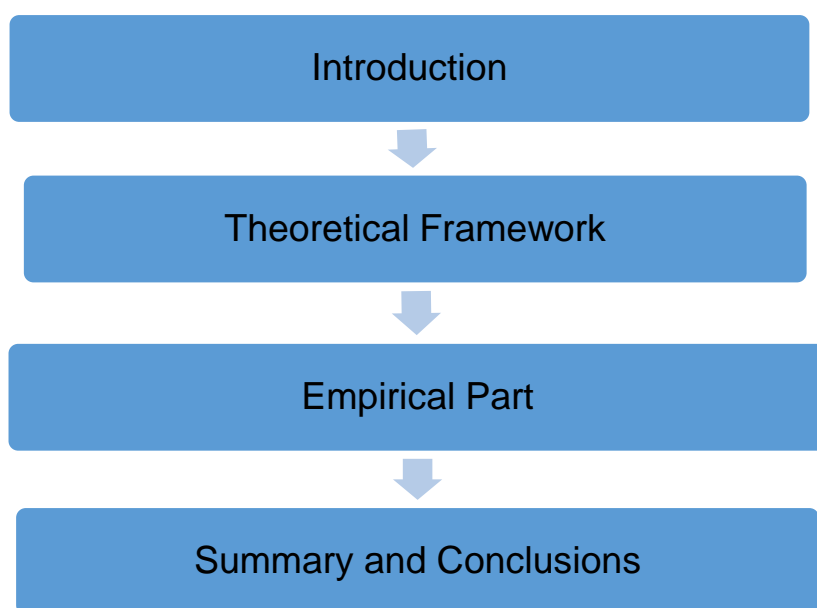


Figure 1: Thesis Structure

In the research method, there are two types of methods for collecting and analyzing the data which are Qualitative research method and Quantitative research methods, which is used widely by the researchers. The quantitative research method relies on numbers and graphs whereas the qualitative research method relies on meaning expressed on words. Also, the quantitative research method applies a deductive research approach which means the research is based on existing theories with data and numbers whereas the qualitative research method applies an inductive research approach which means the research is done

to create a new theory and hypotheses by collecting data. (Merriam 2014, 14; Streefkerk, 2019).

The next step is to select a research method. Thus, the Qualitative research method is used in this thesis to analyze the collected data. Both primary and secondary sources are used to collect the data. For the primary source, the writer has chosen the interview method of collecting data. The interview method is done in a semi-structured method. Similarly, published books, articles, journals are used for the secondary source.

The theoretical parts of this thesis are in Chapter 2 and Chapter 3. In Chapter 2, the concept of the multicultural organization and team, culture, levels of culture, cultural synergy, cultural diversity are explained. Similarly, Chapter 3 explains team leadership and different styles of leadership. The explanation is done based on different articles, books, journals written by professors, writers like Northouse G. Northouse, Nancy J. Adler, Greet Hofstede and so on.

The empirical part of this thesis is addressed in Chapter 4. In Chapter 4, introduction to case company, research procedure (data collection, interview, and analysis of interviews) are discussed. Similarly, in Chapter 5, the conclusion of the research is addressed where the results of analysed data, reliability and validity of the research, suggestions for further research are explained. Summary of the thesis is addressed in Chapter 6.

2 MULTICULTURAL TEAM

2.1 Multicultural organization and multicultural team

In general, an organization which is organized by a diverse workforce is known as a multicultural organization. People from different cultures, religions, races are handed equal opportunities in the multi-cultural organization without any discrimination to work and achieve the organization's goal. The essential factors to work in a multicultural organization are skills, natural abilities and talents, best performance and so on. (Investopedia, 2019.)

In global and multinational companies, every fundamental and internal interaction and operations are related to several cultures. According to Adler & Gundersen 2008, every leader and employee working in the organizations which are globally operated requires multicultural skills. It is because, in the multinational companies, multiculturalism has huge effects. European Union committees and United Nations office is a good example of multicultural organization. (Adler & Gundersen 2008.)

The multicultural organization has its own goals, objectives, mission, policies and practises that denies anybody from being prohibited due to the social obligation. The multicultural organization supports social equality which encourages the value inside the organization to interact with every member within the organization. In the multicultural organization, the behaviour of racism, sexism, ageism, favouritism, nepotism are less visible which make the organization sustainable in the global market. (Jackson 2006.)

The multicultural organization is the set of different cultural people. Multicultural organizations possess different lens to approach a problem due to the diverse cultural background. The employees are encouraged and have wide viewpoints in different areas in some organizations. Due to the different cultural background in the organization, they can handle the different customer in their native language which improves the customer service. (Kimberlee 2019.)

On the other hand, problems in the multicultural organization could be chaotic. In some situations, the best employee may not be permitted to stay in that particular country where the organization is situated due to the strict resident permit requirement. Another problem could be cross-cultural communication between the employees. In addition to this, organization are likely to hire an overqualified employee for a certain job. (Kimberlee 2019.)

Professor Claire B. Halverson defined, *"Multicultural team is a collection of individuals with different cultural backgrounds, who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and are seen by others as an intact social entity"*

embedded in one or larger social systems, and who manage their relationships across organizational boundaries and beyond.” (Halverson 2008.)

The multicultural team is the composition of team members or the working people who are from different cultural background. Therefore, such a workforce has a broad range of cultural diversities in the organization. Multiculturalism relates to people having different cultural backgrounds such as ethnicity, race, and even coming from different cultures and countries. Diversity in the workforce can bubble down to age, sex, ethnicity, race and physical capacity. (Kokemuller, 2011.)

According to Adler & Gundersen (2008, 132), homogenous and heterogenous are the two types of teams found in the organization. Homogeneous team members have a similar background and they usually comprehend, work and see things similarly. On the other hand, heterogeneous team members perceive, interpret and evaluate more differently than homogenous team members. Moreover, the heterogeneous teams are divided into three teams which are token team, bicultural team, and multicultural team. (Adler & Gundersen 2008, 132.)

A token team is the type of heterogeneous team where one team member is from a different cultural background compared to other team members. For example, a team of British lawyers with one Canadian attorney and here the Canadian attorney would be the token member. On the contrary to the token teams, bicultural teams’ members correspond two distinct cultures and compelled to recognize and integrate the perspectives continuously of both represented cultures. In comparison to token and bicultural teams, multicultural teams have more cultural backgrounds members. It consists of at least three or more ethnic backgrounds members. Due to this, the team becomes more effective, dynamic and productive. Therefore, it is obligatory to recognize your team members who are from different cultural backgrounds. However, these teams often face difficulty in integrating and addressing. (Adler and Gundersen 2008, 132-133.)

2.2 Culture

Culture is a complex concept to describe and is not bound to the border to the countries. The word culture is originated from the Latin word called “cultura” which means to cultivate (Reisinger 2009, 86). According to an anthropologist, Edward T. Hall, culture is like an iceberg which has two aspects; visible and invisible. The visible aspect of the cultural iceberg is a small portion. On the other hand, the invisible aspect of the iceberg is below the visible aspect of the iceberg which is a large portion. The visible cultural aspects are sighted, heard, taste, touch and smell. It includes behaviour, food, clothing, music, dance, popular culture

and so on. Invisible culture includes verbal and non-verbal language and communication which remain just below the surface, and core value, attitudes and norms, relationships and roles, beliefs and norms remain beneath. These cultural aspects have in-depth meaning and difficult to understand and adapt. (Languageandculture, 2020.)

Culture is characterized as a way of life and something that is learned by the people in a society. It lets individuals know what behaviours are acceptable. Each nation encompasses a diverse culture and thus, diverse values and beliefs. According to Geert Hofstede (2005), "Culture is the collective programming of the mind that distinguishes the members of one group or category of people from others."

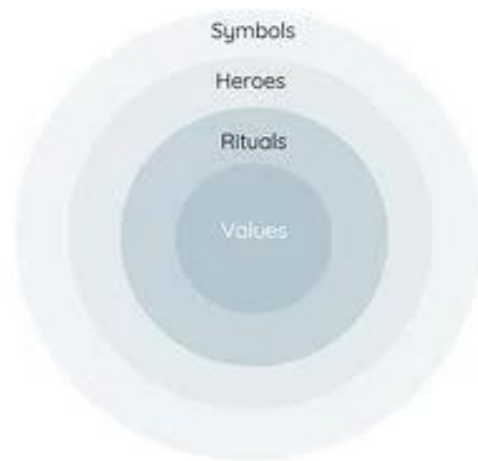


Figure 2: Onion Model of Culture (Hofsted 2020)

Professor Hofstede explains that culture is like an onion which has different layers with its importance as shown in Figure 2. The external layer is known as a symbol that contains food, monuments, nourishment and so on. After the external layer, the layer is made of heroes and can incorporate the genuine figure of the society such as athletics company owner or founder, authors and so on. The next layer is made of rituals which closer and next to the core and often known as recurring events. The core of the onion is known as values which are gained in between the age of 10 – 20 years. The values are the behaviour (what is acceptable and what is not) which we gain from our parents at home, teachers at school and elder people in the society. (Hofstede, 2020)

2.2.1 Levels of culture

Our society consists of various Levels of cultures which are interrelated to each other. According to Professor Yvette Reisinger, there are six levels of culture. The unique level of culture is individual culture and the wide level of culture is the universal culture. The following figure demonstrates the levels of culture:

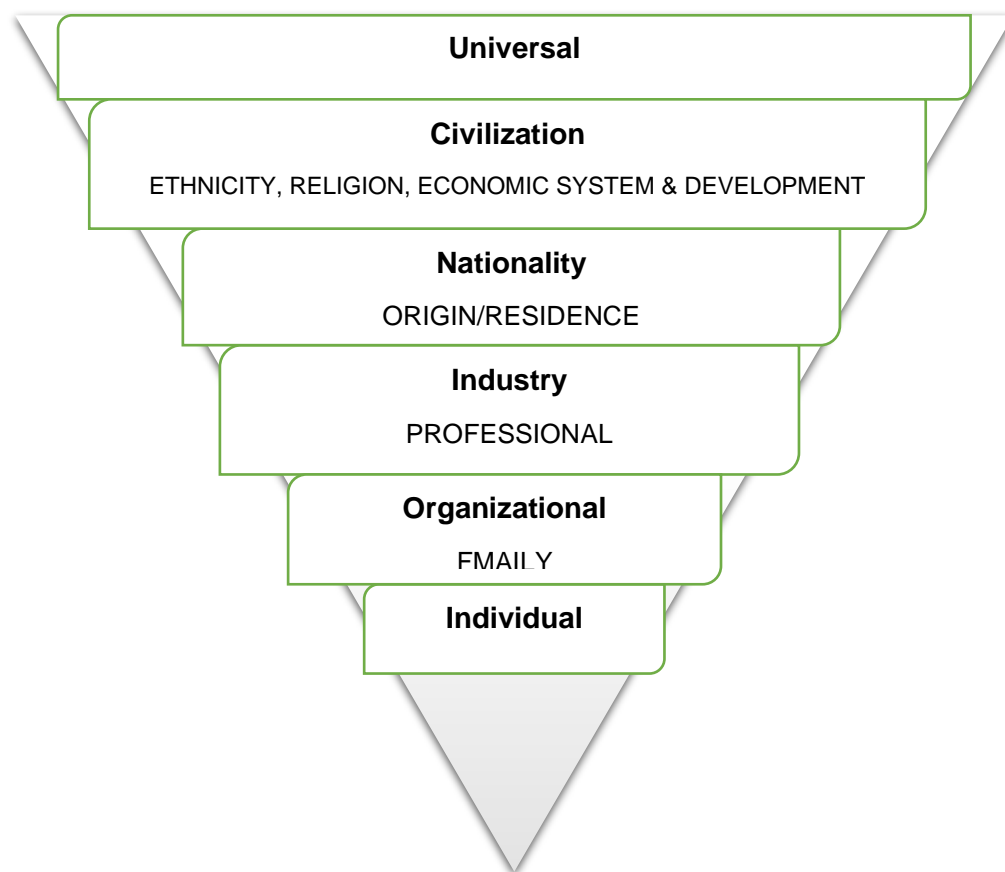


Figure 3: Levels of Culture (Reisinger 2009,100)

Figure 3 shows different levels of a culture where the universal culture is at the top where everyone belongs. So, all beliefs, morals, idea, and values of human beings fall under the universal culture. After the universal culture, there is a civilization culture where ethnicity, religion, development, economic system belongs. After civilization, there is the national culture which is quite a narrow concept. National culture can be defined as the country's

culture. Similarly, the rest of the three levels (Industry, Organizational and Individual) are considered as minor and unique culture. Individual culture is more unique due to the influence of other levels. (Reisinger 2009, 98-100.)

2.2.2 Cultural synergy

The multicultural organization consists of diverse employees with the great potential to accomplish the common goal of the organization. Thus, it becomes important for the leader to combine this diverse workforce and work as one team. This type of leadership style is strong to manage a multicultural team. The synergetic leader focuses to solve the different prospect in their team and encourage the entire team to develop mutual understanding. The organization's common goals and team performance are promoted regularly. However, personal interaction and cooperative work processes are longer due to the differences in culture. (Mäkilouko, 2003.)

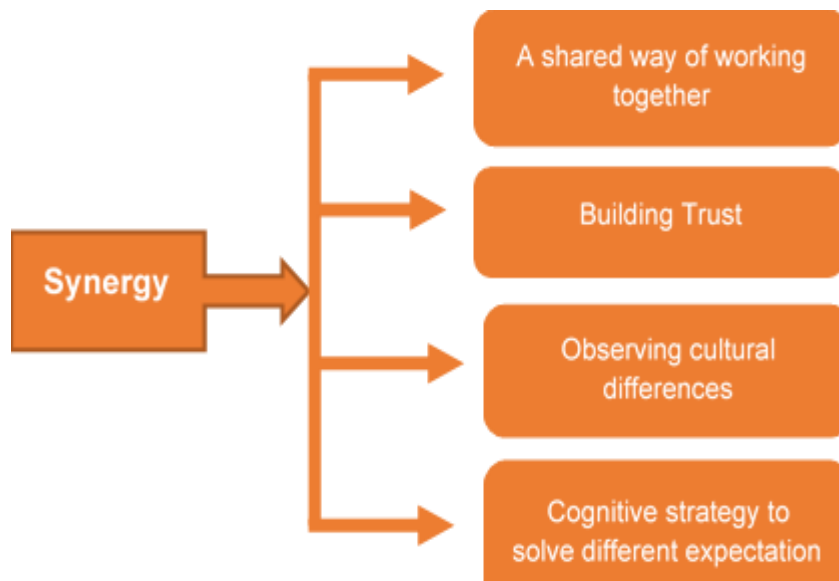


Figure 4: Cultural Synergy Characteristics (Modified from Mäkilouko 2003, 90)

Figure 4 represents the characteristics required by the leader to form cultural synergy. Maintaining a good relationship with the team is a vital characteristic of a leader and to build such a relationship the leader should be aware of the different cultures of the employees. Also, employees have various expectations. Therefore, building a good relationship through

meeting the expectation of the employees creates trust among the team members. Thus, establishing trust in the team member helps to solve the various problems which are arisen during managing the team. After maintaining trust among the team members, it is easier for the leader to make a common agreement to work in a diverse team. In a synergistic team, the team leader should have an active leadership style, knowledge about the cultures and good personal interaction. (Mäkilouko 2003, 90-95.)

On the other hand, it is hard to make cultural synergy in a multicultural team. The reason behind this is that people are spoon-fed with cultural behaviour. Moreover, the leader doesn't have adequate time to learn about the different culture of the employees. Thus, it is essential to have a flexible leader to make a team based on cultural synergy. (Mäkilouko 2003, 96.)

2.2.3 Cultural diversity in a multicultural team

Cultural diversity in the workplace is grooming day by day. Cultural diversity means having employees with multiple cultures, races, ethnicity, languages, and religions in the workplace. Cultural diversity in the workplace creates both positive and negative effect. According to the article published in Forbes magazine, cultural diversity in the workplace is a win-win concept. The organization that gives priority to the diversity in the team has colourful ideas, talents, experiences, potential and skilful employee. Thus, the diverse team can create inventive solutions in comparison to the team of similar backgrounds. (Schindler, 2019.)

However, cultural diversity is not always a win-win situation. To make a functionally working diverse team, different training should be given regarding cultural diversity. If there is no proper training about the effect of cultural diversity in the workplace then it could bring miscommunication among the employees or between the leader and staff and lead to the dysfunction in the association. Furthermore, it can create interpersonal conflicts due to the diverse culture, religion, language and this interpersonal conflicts can create a hostile situation in the team. (Martin 2014.)



Figure 5: Four Layers of Diversity (Gardenswartz & Rowe 2009, 38)

Figure 5 shows four different layers of diversity developed by Garden Swartz & Rowe (1994). According to Figure 5, the inner layer is Personality which includes individual rules and beliefs. This layer of diversity shows how the organization visualizes individual employee's skills and beliefs. For example, if the employee is an extrovert or introvert, a thinker or doer and so on. Similarly, the second and third layer is known as Internal and External Dimensions respectively. The second layer of Figure 5 is composed of age, race, ethnicity, gender, sexual orientation and physical ability of the employee whereas the third layer is composed of marital status, parental status, appearance, work experience, educational background, religion, personal and recreational habits, income, and geographical location. The Internal Dimensions show the individuality and the External Dimensions show the social status. Lastly, Organizational Dimensions which is composed of management status, union affiliation, work location, seniority, division/department/unit group, work content field and functional level/classification. This layer gives extra weight to the requirement and productivity of the organization. (Gardenswartz & Rowe, 2009.)

3 TEAM LEADERSHIP

3.1 Introduction

In general, leadership means leading a group of people to obtain a certain organizational goal. Though it looks simple to define the leadership, yet it has depth meaning to understand. The term “Leadership” has become a hot topic in the organization. Having a leader and managing an organization is not efficient to sustain in the business environment. The organization must require a quality leader and leadership. A good leader encounters different ideas and vision and formulates them to get a better decision and impact in the organization (Adler & Gundersen 2008, 158). Lack of quality in leadership can make the organization vulnerable in the modern era. For example, the rise of Adolf Hitler to great power can be a good example of quality leadership. (Lussier & Achua 2013, 5.)

The following are some definition of leadership from different experts and professors:

According to Northouse F. Drucker (2019), *“Leadership is not magnetic personality, that can just as well be a glib tongue. It is not making friends and influencing people that is flattery. Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.”*

According to Schindler C. Maxwell (1998), *“Leadership is influence – nothing more, nothing less.”*

Leadership is an art in which leader align individuals in a group to reach the organization target. Leadership could be an individual relationship in which a leader coordinates, facilitates and oversees other performance (IISTE, 2015). Leadership have been studied for centuries. Before the evolution of the fact that the qualities required for the best leadership can be gained through specific study and research, there was a myth that the leaders were born not made. We have various examples of the fact the qualities in leadership can be achieved through learning and practising in life. For instance, Steve Job (the founder of Apple company) who learned leadership through the practice even though he was not a natural-born leader. (Ward, 2020).

The impact of globalization on the industry has made leadership more challenging than ever before. In the modern era, the organization at the global state should possess a leader with great leadership to make the organization sustain in the cutthroat environment. The leader with great leadership skills always has a clear and concise vision of what to achieve or accomplish. Similarly, having decisiveness and courage in the leaders add quality in the

leadership. Decisive leaders are always committed toward the challenges and the bold attitude make them take high risk for high reward. Moreover, the leaders who have a great passion for leadership always create an inspirational working environment. However, to be successful in the leadership or to be a great leader requires the followers and without them, there is no leader and leadership. (Economy, 2016.)

3.2 Leadership styles

For decades years, the concept of leadership has grown like mushrooms in the global market. Leadership style is the way or technique that a leader adopts to lead the staff. In other words, leadership style is what leaders perform (Joseph & Jean, 2015). Kurt Lewin and his research group were the first to propose and do the major study in Leadership style in the 1930s. When leadership approach started to fall apart then psychologist Kurt Lewin (also known as the father of modern psychology) with his research team was successful to identify and introduce three major styles of leadership in 1939 after running an experiment where three groups of schoolchildren were assigned with autocratic, democratic and laissez-faire leader which further lead to the deep study of leadership style approach. (Kendra, 2020.)

3.2.1 Autocratic leadership style

In general, the autocratic style of leadership is the style where the leader acts as the boss. The word autocratic is the combination of two words “auto” and “cratic” which means self and rule respectively. Thus, Autocratic leadership style is a style where one individual controls everything in a team. It is also known as an authoritarian leadership style. Usually, autocratic leaders do not listen to his/her junior team worker (Kendra, 2019). Autocratic leaders have initiating structure style of leadership which means that the leaders mostly maintain the whole system such as planning, monitoring, and controlling the task. Also, the leaders are responsible to maintain administer rewards and punishments. This type of leader is also known as a task-oriented leader which means the leader is highly focused on the task or the goal of the organization. Task-oriented leaders infrequently involve their subordinates in decision-making and concentrate more on the work, timetables, cost, purchase and so on. (Mäkilouko, 2003)

Since autocratic leaders control the whole system, they also behave as superior to others which make them power-oriented leaders. Power-oriented leaders specify what, how, where and when to do the job of every subordinate in the team and supervise them closely. One

of the examples of such leadership style can be seen in military force. In the autocratic leadership style, leaders are offensive and manipulative. Due to this, there is no trust in the team and more feared than respected. Furthermore, such a leadership style can bring disfunction in the multicultural team. The authoritarian leader does not emphasize in encouraging the achievement of their subordinates. This can bring slow development to the staff. (Blanchard, 2008.)

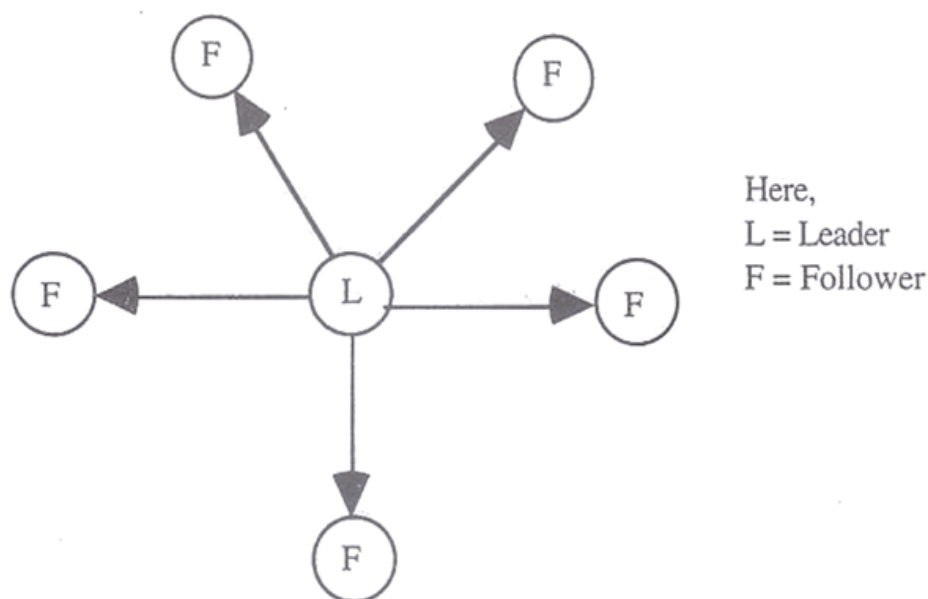


Figure 6: Autocratic Leadership Style (Leonard 2018)

Figure 6 is used to describe the communication flow between the leader and subordinates. This Figure clearly shows that the communication between the leader and follower is only one way i.e. from the leader to the subordinates. There is no flow back of communication or feedback from the followers in the autocratic leadership style. Such style of leadership makes an individual control in the decision making process. The reason behind this that the leaders with such leadership style never listen or take consideration of their junior staff. However, in such a leadership style, the decision-making process is quick due to the one-way communication. In addition to this, there is no delegation of power from the leaders to the followers. All the power of leadership is vested in the leader. This can result in a high-stress level in the leaders. (Leonard, 2018.)

3.2.2 Democratic leadership style

Democratic leadership style is a traditional type of leadership advocating upon the principle of democracy or mutual respect. In other words, the democratic style of leadership is often seen as a participative leadership style where the leader and subordinates collaborate to get the job done. Professor Schindler Gastil (1994) in his article defined, “*Democratic leadership style means distributing responsibility among the membership, empowering group members, and aiding the group’s decision-making process.*” (Schindler, 2019.)

Democratic leaders are shaped as people-orientated meaning that in such leadership, leaders distribute responsibility with subordinates and participate in the group as one. Therefore, this type of leadership style is also called as a team-oriented leadership style. In the democratic leadership style, leaders behave with respect and often visit their employees actively. Also, such leaders are always ready to help their staff and available whenever they need the leader’s help. Some of the great examples of a democratic leader are George Washington (former president of the United States), Mahatma Gandhi, Jerry Yang and so on. (Mäkilouko 2003; Schindler 2018).



Figure 7: Democratic Leadership Style (Culcpreomr,2014)

The above Figure 7 illustrates the communication style between the leader and followers. The figure clearly shows that communication is following in both directions meaning that the leader is taking the feedback from the followers. Since the leader listens and acts about the feedback from their followers, job satisfaction reaches high in such leadership style and the issues between the employees and leader are not hidden as well. (Kurt, 2018.)

In a participative leadership style, the leader takes consideration in the decision-making process from the followers. As a result, the subordinates are highly motivated toward their job. This can bring more efficiency in the working environment. Besides, democratic leaders are relationship motivated and work sharing in nature. On the other hand, due to the participation of many followers, the decision-making process might take too long. The reason behind this is that too many heads bring too many solutions which tend to delay in decision. As a result of this, the leader overly dependent and trust in their subordinates which could further become a burden to the leader. (Schindler & Kurt, 2018.)

3.2.3 Laissez-faire leadership style

Laissez-Faire leadership style is often known as a “hands-off” style of leadership where team members are allowed to make the decision. In other words, the laissez-faire leadership style is a style of leadership where the leader is in the formal position and all the responsibilities and tasks are delegated to their subordinates. Thus, the laissez-faire leadership style is often known as delegative leadership style (IISTE, 2015.). Since the authority power is delegated to the employees, they are responsible for finding problems, determining goals and making decisions. However, it is not safe for the organization to delegate such responsibility to the staff because the leader does not get involve once responsibility is delegated. To delegate such responsibility, the employees should be highly qualified in a certain field. Such leadership style can be visible in some organizations like an advertising company, an insurance company, product designing company and so on. (Herman 2018.)

Laissez-faire leadership style can be favourable as well as unfavourable for the organization depending on what type of employees do the company have. This style of leadership should not be used when the followers are insecure as the leader dis-involves and do not supervise in the operation. In addition to this, hands-off leadership style can dysfunction the unity and tolerance between employees due to the misuse of delegated power. As a result, staffs are likely to quit the organization and growth of the leader could fall apart (IISTE, 2015.). Similarly, delegative leadership style creates a critical deficiency in respective roles and responsibilities because some staffs are unable to meet their deadline. Also, if the employees are not used to work under such leadership style then it creates a lack of motivation among the employees. (Patty, 2017.)



Figure 8: Laissez-Faire Leadership Style (Verywellmind, 2019).

On the other hand, laissez-faire leadership style is favourable if it is used under the staffs that are skilful, motivated and independent. The laissez-faire style of leadership is also favourable on the top level of the organization where the hierarchy level is visible (Herman, 2018). It becomes easier to delegate power if the subordinates are skilful and responsible. Furthermore, it creates freedom in the working environment and such working environment brings efficient result. (IISTE, 2015.)

3.2.4 Transformational and transactional leadership style

The concept of transformational and transactional leadership was first put into words by James MacGregor Burns (an American historian and political scientist) in 1978 which was later amplified by Bernard Bass in 1985. J. M. Burns introduced transformational and transactional leadership approaches to get the job done. Bass expanded the conceptual idea of Burns by putting more emphasis on followers rather than the needs of the leader. In his expansion, he advised that the transformational leadership style helps the organization where the result is negative and therefore could be used in such situations. Bass also continued Robert J. House's work by suggesting that only charisma is insufficient for the transformational leadership although it is an important element. Transformational leaders should also possess emotional elements such as self-control, self-awareness, internal motivation and so on. Bass further explained that transformational leadership motivates individual or group of focused followers to achieve beyond expectation. (Northouse, 2016, 166.)

James MacGregor Burns and Bernard Bass were the two scholars to show the direction of transformational and transactional leadership. So, what are transformational and transactional leadership? Transformational leadership is a leadership style where the leader inspires the followers investing time and energy to transform for better by adopting a growth mindset with authenticity and honesty. Transactional leadership is a type of leadership style where the leader applies the reward and punishment method to every economic and social transaction and focuses on the result and goal of the organization instead of inspiring the followers to go beyond their interest. The author Northouse Drucker said, “If you want something new, you have to stop doing something old”. In a transformational leadership style, the leader tends to promote creative work with a noble vision and new ideas. Thus, the leader who applies a transformational leadership style seeks to motivate the follower to think and act outside of the box to achieve the goal. (Lussier & Achula 2013, 331.)

Many scholars argue that transformational leadership depend upon the charisma of the leader however, the scholars also believe that inspirational motivation, intellectual stimulation, idealized influence and individualized consideration are the four main factors that consist in the transformational leadership. The leader with transformational leadership style has high and effective motivating behaviour which helps the followers to achieve their full potential and the organization to achieve the goal or target (Northouse, 2016, 167). Bernard Bass and Bruce Avolio are responsible for redefining and finding four major factors of transformational leadership. (Annette, 2019.)

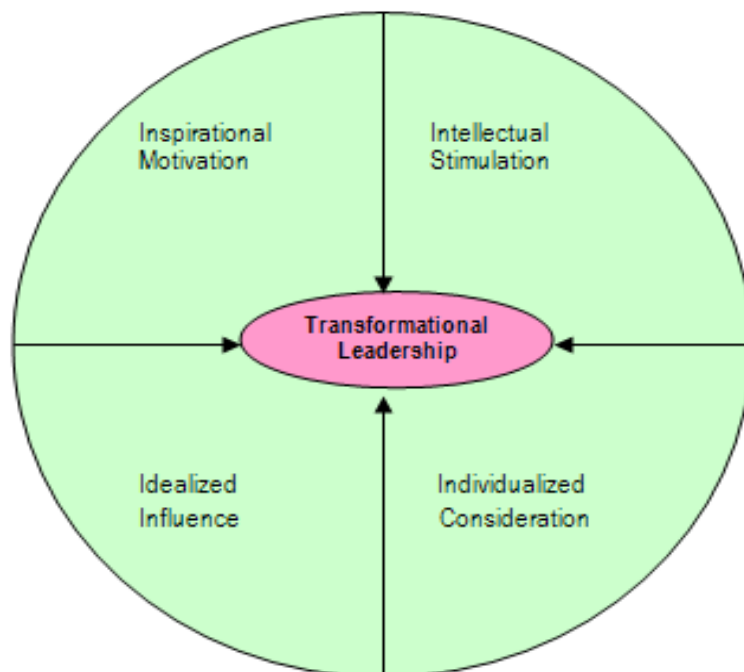


Figure 9: Factors of Transformational Leadership (MSG, 2020)

The root characteristic of transformational leadership is inspirational motivation. Transformational leader continuously tends to inspire and motivate the follower to go beyond their imagination for the growth of both follower and organization. The leader with transformational leadership motivates the focused group of followers utilizing the symbols and enthusiastic offers which also enhanced the team spirit. In addition to this, the transformational leader also possesses intellectual stimulation element meaning that the leader motivates, inspires and encourages the followers to innovation and creativity. In the transformational leadership style, the leader encourages and support the followers to attempt a modern approach and develop inventive solutions to handle the problems and issues of the organization. (Matthew 2019; Northouse 2016, 169.)

Similarly, Individual consideration is another important factor in transformational leadership. The transformational leader turns into a mentor and guider for the follower to reach that creativity and innovation by supporting the individual unique talents and also awarding for reaching the goal. (Northouse, 2016, 169.). Idealized influence in the leader is another vital factor of transformational leadership according to Burn, Bass and Avolio, which make the transformational leader solid role model for their followers. Idealized influence leader has high ethical behaviour and highly trusted by their follower because the leader shares both the vision and the risk with the follower. (Paul, 2010.)

Transactional leadership style is just opposite to the transformational leadership style. Transactional leadership style tends to focus on the expected result of the organization by working within the boundaries whereas transformational leadership style is dynamic and tends to focus on future outcomes by working beyond the boundaries. Transactional leadership is often focuses on the result, supervision, goal of the organization and team performance. Such style of leadership is useful in the organization where the resources are constrained and deadlines are strict. Since the transactional leader is result-oriented, evaluates performance daily and applies reward and punishment style, productivity gets increased and costs seem reduced. However, the transformational leadership style does not encourage creativity and innovation and is not flexible. (Northouse 2016; Kendra 2019).

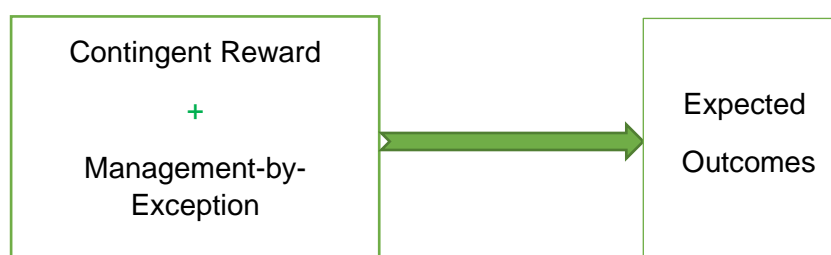


Figure 10: Transactional Leadership Style (Northouse G. Northouse, 2016)

Contingent Reward is one of the factors that complete the transactional leadership style. The Contingent reward is the reward which could be monetary or certain position in the workforce or certain expectation that is exchanged for the efforts and works done by the follower or a group. This is the process between leaders and followers where followers meet the agreed term of the task or what is to be done by followers and in return, they get the paid for the work they have completed. Besides, the contingent reward should be made in a way that when followers get the reward, they should be motivated for the next performance. An example of such type of reward could be parents letting their child play after he/she completes the school tasks. (Northouse, 2016.)

Management-by-exception is the factor of transactional leadership style which consists of active and passive forms. Transactional leaders who apply the active form of management by exception closely monitor every activity of followers, anticipate the fault and problem and issue corrective steps. On the other hand, leaders who apply the passive form of management by exception only interfere when the problem occurs in the operation. (Northouse, 2016.)

3.2.5 Charismatic leadership style

Charismatic leadership style was first introduced and defined by the sociologist Max Weber in 1947 which was further explained by different scholars. Robert J. House also provided a huge contribution by publishing a theory of charismatic leadership in 1976. Before we go through about charismatic leadership style, we must understand what charisma is. The word charisma is a Greek word which means a great inspirational talent that is possessed by the specific people who can do extraordinary things. So, leaders who have charisma have an interpersonal attraction with better communication skill that helps to inspire and support followers and without charisma, no leaders can have a charismatic leadership style. Thus, Charismatic leadership is a style in which the leader possesses charisma to motivate and inspire followers to get the job done or to do the job in an improved way. (Lussier & Achula 2013; Northouse, 2016).

According to House, personality and characteristics of charismatic leaders make them unique talent and they have a charismatic effect on their followers. Charismatic leaders are born and gifted with self-confident and have solid crave to influence followers with a solid sense of ethical and moral values. This charisma of charismatic pioneers makes them a dominant. Some examples of charismatic leaders are Martin Luther King Jr., Mahatma Gandhi, Franklin D. Roosevelt. (Northouse 2016.)

In House's theory of charismatic leadership, he added that charismatic leaders along with specific characteristics also possess or show unique behaviour than other leaders. The motivation and influencing power of charismatic leaders make them strong role models for followers. Charismatic leadership possess the ability to unite followers to come over a common goal by showing competence. Moreover, in this style of leadership, leaders can reach the souls of many followers through their speech showing the high prospect and establish certainty in followers. This behaviour of leaders helps followers to progress in their job performance which also improves organization overall performance. (Northouse 2016.)

The effects of charismatic leaders on followers have concerned many scholars. In compare to other leader-follower bonding, charismatic leader and follower develop a strong bond and their relationship is like disciple and master. Followers of charismatic leader are not motivated and influenced due to threat or monetary incentive. The connection between them is made out passionate devotion, trust in the leader's ideology, unquestioning acceptance, affection towards the leader and commitment (Northouse, 2016). Generally, charismatic leaders have a positive personality and can influence more followers than non-charismatic leaders. The power of spreading positivity by the charismatic leader brings the effect on followers. Charismatic leadership shows self-confidence and self-efficacy which helps followers to have greater confidence to achieve the goal. Thus, these core values of the charismatic leader influence followers. (Lussier & Achula 2013, 326.)

3.2.6 Servant leadership style

The first person to coin the concept of servant leadership was Robert J. Greenleaf which was published as a seminal essay "The Servant as Leader" in 1970. Robert J. Greenleaf in his essay described that the best leaders are those who are a servant first and second leadership (Don, 2020). Servant leadership is the classic approach of leadership which emphasizes on service rather than self-interest. In servant leadership, leaders always encourage their followers, empathize them, and influence them to reach their's full potential. Instead of focusing on the weakness of followers, servant leaders are centred on the strength of followers. One of the key factors of servant leadership is listening to followers instead of giving orders to them. Also, servant leaders have a vision of long-term benefits and profits for both followers and the organization. (Lussier & Achula 2013.)

After Greenleaf described servant leadership, many other scholars have stretched the phenomenon of servant leadership. In 2014, some scholars and researchers worked together and presented the model of servant leadership in the book name called The Oxford

Handbook of Leadership and Organization". The purpose of the book was to understand more clearly about servant leadership which is shown in Figure 11. The model consists of three aspects which are antecedent condition, servant leader's behaviour and outcome from the servant leadership. (Northouse 2016, 231.)

Antecedent conditions are the pre-existing conditions in the organization. Culture and context happen inside the given organizational settings and specific culture. Similarly, leader attributes are qualities which influence servant leadership. Individual ideas and thoughts about leadership situation are welcomed which makes them motivated and want to help in the leadership. Follower receptivity means the willingness or readiness of the follower to follow. On one hand, follower receptivity brings a positive impact on servant leadership whereas on the other hand, for some follower it could cause a negative impact. The reason behind is that some followers do not want to get personal or have the desire to work from distant. (Northouse 2016, 231-233.)

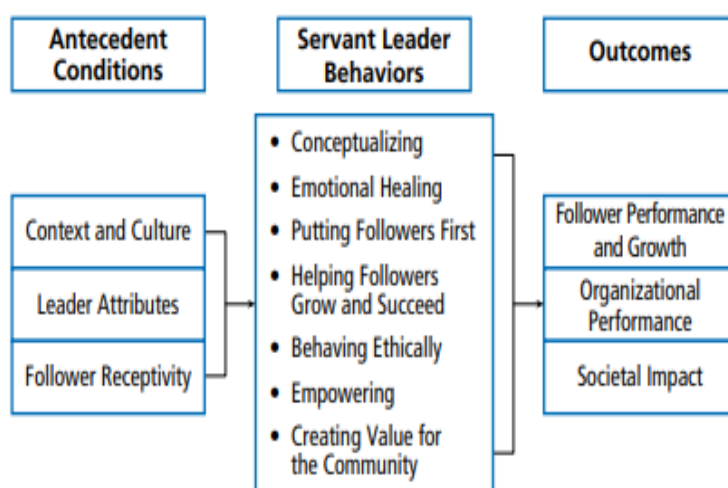


Figure 11: Model of Servant Leadership (Northouse 2016)

According to the model of servant leadership, conceptualization, emotional healing, awareness, empowering, helping to grow, behaving ethically, commitment to the growth of the people, and building community are the behaviour shown by the servant leaders. These behaviours of servant leaders are the core for leadership process. Also, these behaviours are similar to the characteristics mentioned by Greenleaf. Servant leaders are not only a good listener, but they are also able to put themselves in the shoes of the followers and understand their situations and problems. Similarly, servant leaders act as a healer by reducing their followers' problem and making them aware of inside and outside of the working environment. Servant leaders are also persuasive and visionary and also can anticipate the future. Moreover, servant leaders are also socially responsible and aware of

the community and creating value for society. With all these characteristics, they are also committed towards their responsibility and helps their followers to grow both professionally as well as personally. (Northouse, 2016, 233-236.)

Follower performance and growth, organizational performance and societal impact are the outcomes seen in the servant leadership. Servant leaders are those who focus on the strength of the followers. They inspire and help followers to reach their full capabilities. In servant leadership, leaders do not give order to follower rather they give empowerment and inspiration which helps followers to be more effective and efficient in their goal. As a result, the organization improves in the long term and also helps to create a healthy organization. In addition to these, servant leadership have a societal impact and sometimes it is visible in the society. The great servant leaders like Mother Teresa, Mahatma Gandhi whose work are a good example of the societal impact of servant leadership. (Northouse, 2016, 236-238.)

3.2.7 Contingent leadership style

The concept of the contingency theory was first introduced by the Austrian psychologist Fred Edward Fiedler. The article name “A Contingency Model of Leadership Effectiveness” was published in 1964 by Fred Edward Fiedler. The contingency theory explains that the leadership situation is changeable depending upon the different situations (internal and external) and with the change in the situations leadership style also changes. In other words, the contingency theory means that there is no single best leadership style in the organization. According to the oxford dictionary, the word contingent means dependent on. Thus, contingent leadership style is the leadership style where leadership style changes depending on the situation. (Gary 2011, 286.)

According to Fiedler’s theory of contingency, “leadership style and situational favorableness are the two factors to determine the contingent leadership.” Leadership style is determined by using the LPC scale known as Least Preferred Co-Worker scale, developed by Fiedler. The first thing to do is to describe the least preferred co-worker in the team and the result shows whether the leader is task-oriented or relationship-oriented. In other words, the result showing high LPC scale is that the leader is relationship-oriented and low LPC scale is that the leader is task-oriented. Relationship-oriented leaders are good at maintaining the relationship and managing conflicts in the team whereas task-oriented leaders tend to be good at organizing team and task to be done. (EPM, 2018.)

After determining leadership style, the next step is to understand the situational favorableness of a particular situation which is determined by three factors: leader-member relation, task structure and position power. Leader-member relation is determined by how much the team members trust the leader. Higher trust in the team leader means high favorableness in the situation and lower trust means less favorableness. Task structure measures the task that is to be done meaning what type of task (clear or vague) is it. Clear task increases the favorableness whereas vague task decreases. Position power means that how much authorities do a leader posses to lead the team. Strong power brings favourable situation whereas weak power brings unfavourable. (EPM, 2018.)

In contingent leadership, the leader's effectiveness is ascertained by how well the leader can match their leadership style depending on different situation. According to Professor Keith Grint, in the organization, a team can face typically three types of problem which are critical, tame and wicked (Schindler & Samuel, 2014).

- Critical problem: The critical problem brings fear and uncertainty, and therefore need immediate action to solve. To perform immediate action, autocratic leadership is applied to tell the staff what to do. For instance, in a restaurant, the kitchen caught fire and to stop it from being expanded, an immediate action of leadership is required and in such situation, autocratic leadership action is best to apply.
- Tame problem: The tame problem is another typical organizational problem which is recurring in nature. In other words, the tame problem is systemic which is not necessarily easy to fix but often familiar in the organization. For instance, a company has to make an audit report to know the financial situation and if the company does not has an auditor to make a report then the company must delegate or hire another auditor to do the task.
- Wicked problem: The wicked problem is a problem that is complex and complicated to solve. Typically this problem can be motivating the team members or work welfare development where the solution should be changed according to the situation and today's solution could be tomorrow's problem which might be more difficult to solve. For instance, the leadership style of a rewarding on excellent performance can motivate as well as demotivate some team members and therefore the solution for such problem should be based on interaction and finding out the possible and reasonable solutions for the whole team.

4 EMPIRICAL RESEARCH

The purpose of this research is to discuss how the leadership styles applied to lead a multicultural team in the case company. However, the research also helps readers to know the existing leader's leadership style and to understand the challenges during the leadership and cultural awareness in the case company. The empirical research is further divided into two sub-headings. The first sub-heading is the introduction to the case company and the second sub-heading talks about the research procedure where data collection, interview structure and implementation, analysis of interviewed data are explained.

4.1 Introduction to the case company

Company X is part of Autogrill S.p.A. which provides food and beverage service to the travellers. Company X provides food and beverage service at more than 120 airports in the U.S., Canada, Europe and Asia with innovative dining for travellers at the airport and motorways. The motto of the company is "Feeling good on the move" which means the company provide food and beverage for the people on the move which helps them to feel good during their travel. The company has approximately 41,000 associates with more than 3.5 billion-dollar annual sales.

Company X creates a fresh and engaging culinary experience by bringing the neighbourhood street side and chef-inspired concept for the people on the move. The company associate with food and beverage company such as Bistrot, Wicker Park Seafood and Sushi, Burger Federation and with hundreds of both national and international food and beverage brands to provide familiar cuisine choices that suit the diverse travellers. The Company has received many awards in many fields such as best customer service in the airport award, best restaurant design award, excellence in airport concessions award and so on.

Company X is global restaurateur with an expert in food and beverage operations and also a leading industry. The research is done only in a particular team of the company that is located in Vantaa airport, Finland. The team consists of 43 members including leaders, assistance/shift leaders and store leader with the diverse cultural background of both full-time and part-time employees.

4.2 Research procedure

Among the two research method (qualitative and quantitative), qualitative research method has been used for the research method. In compare to the quantitative research method,

the qualitative research method is subjective which means that the qualitative research helps to understand and explain the point of view of the experienced participants whereas the quantitative research method is objective where numbers matter more than experience. The qualitative research method is an inductive research approach where the open-ended data is collected and analyzed to understand or develop the theory or theme. So, why the Qualitative Research Method? The reason behind this is that qualitative research method helps to understand the experience, meaning, problems, relationship and point of view of the participant. (Karin et al., 2016.)

4.2.1 Data collection

In general, data collection means gathering information, facts, theories, statistics and so on from different reliable sources. Data collection in the qualitative research can be done through interviews (structured, semi-structured or in-depth), observation, small group discussions, surveys and so on. In this research, both primary and secondary sources have been used to collect the data. For the secondary source, the writer has chosen different published books, articles and journals whereas, among the different qualitative research method for the primary source, the interview method has been chosen whereas for the primary source interview method has been chosen.

4.2.2 Interview structure and implementation

The researcher had chosen an interview method to collect and analysed the data for the research. The interview taken for the research was a theme interview, which is semi-structured and the interview taken was done face to face. The semi-structured interview is an interview method where the researcher sets the questions for the topic which are often done by observation, informal and unstructured way which helps the researcher to understand the topic. The questions set for the interview is open-ended and the direction of the interview is determined by the responses received from the interviewee. (Heather, 2013.)

The structure of the questions for the theme interview was further divided into four themes which are:

1. Background Information

2. Multicultural Team
3. Team Leadership
4. Team Performance

The first theme of the interview is about the background information about the leader in the case company such as how long interviewee has been working, what is the position, nationality and so on. The second theme aims to understand the experience of how multicultural team exist in the case company, their cultural diversity, and interviewee thoughts about the multicultural team. The third theme of the interview aims to understand and explain about the leadership style of the leader, delegating responsibilities, and challenges during the leadership. The last theme aims about the performance of the team, communication style and mutual trust. The interview questions are listed in Appendix 1 at the end of the thesis.

4.2.3 Analysis of interviewed data

The data and information from the primary source in this research were collected from the team leader of the case company who has experience of several years. The data collected from both primary and secondary sources were used to analyse the data. The focus of this research was to understand the leadership style used by the leader in the case company. In addition to this, the research purpose was also to understand cultural diversity, cultural awareness, challenges for leadership and multicultural team.

- Multicultural team

One of the team leaders of the case company who has worked for almost 7 years as a team leader and 9 years of work experience was interviewed. The multicultural team is the workforce which has a broad range of cultural diversities, where people of different age, sex, race and physical capacity come together to fulfil a certain goal of the organization. The first thoughts appeared about the multicultural team in the interviewee were diversity in a working environment, cultural differences, communication problem. Since the company is a multinational company diversity in the working community is appreciated. Furthermore, the leader behaviour towards the multicultural team was maintaining a better relationship with team member even if they were from different cultural background.

According to the interviewee, the working team is culturally sensitive. With the diversity in the culture in a working place, working team member also have different language skills which were one of the huge benefits from the company. Also, through the experience of the team leader in the case company, the team members possess learning from other behaviour which shows that the leader and followers have good and healthy working environments. However, the interviewee experienced that in some situation, they had a new full-time or part-time employee, he seemed to be inexperienced about the cultural diversity which caused them to delegate responsibilities and later he was provided one short day training about how to work in the diversity which can be a really good example to handle the diversity.

In the case company, every decision made has to go through a vetting process meaning that every decision made by them should be done based on careful and critical thinking and examination. In the case company, employees' cultural history, nationality, communication and even the motivation process varies according to every individual. Thus, when handing out the task or delegating responsibilities, it is vital to take into consideration of their sensitivity and motivational pressure point.

- Team leadership

In the second theme of the interview, the team leader was asked face to face about his first thought about team leadership or his leadership styles. The focus point of the question was to understand his awareness and experience of leadership. From the answers received from the interviewee, it was clear that leadership from his perspective was, is and will be challenging all the time due to the diverse array of employees. However, all the challenges have made him wiser in decision making. It was interesting to hear from an experienced person that leadership style is not necessarily on a particular style rather it is about making a style that tailor fits you meaning that the leadership style should not be bounded by a specific leadership style.

According to the interviewee, being involved in managing a team in the sports game from an early age where teamwork, unity, cohesion, a common sense of reward was highly appreciated and with these elements he always had to make sure all his team member were aspiring for the common goal of the team. However, the scenario changed for him when he started to work in his professional field. To develop his leadership skill, he had to take different leadership programme where he learned how to lead as well as manage the team and gradually developed his leadership.

From the experience of the interviewee, without building the trust it was difficult to delegate the responsibilities but as time passed the scenario changes and after trusting and delegating the work started to save his ample amount of time which he could use for another essential task.

Next two questions of this theme were to understand how does the leader handle disagreement during delegation or decision-making process and challenges during his leadership. As a team leader biggest challenge is eliminating the stigma of favouritism which is very essential as a team leader and it is also very essential to clear any lingering doubts of the team member especially in the context to a culturally diverse team. Moreover, the leader needs to stand in the ground while making decisions and treat everyone equally and when things started to get out hand there is a clear corporate hierarchy meaning the leader is provided with different officials like lawyers, or HR councillor to solve the serious or wicked disagreements. However, the interviewee first solution towards disagreements in working culture is to personally pull the concerned member to the office and ask them why they are not willing to carry out the delegated task. If the reason is valid and justifying such as medical or religious issues then the task or responsibility is delegated to someone else and at the same time if the is not valid enough then the leader assures that concerned member must follow the code of conduct of the company.

The final question of this theme was to understand how the leader collaborates with others to bring new idea on the table. The team leaders are provided with various conferences and seminars regarding skill development and nurturing new ideas. Being a multinational company, guests of high calibre experience and experts are brought to the conference to develop new skills. When it comes to the hospitality industry, it is very important to keep up to date with every changing scenario in this industry. Whether it is about changing the rules and regulation of the company or developing new products for the company, leaders from different units are put together to brainstorm and because of the diverse cultural team, various creative ideas are introduced. One recent example according to the interviewee was that they are put together to launch a new vegan product, targeting vegan customer to increase the revenue of the company.

- Team performance

The focus of this theme interview is to understand how the diverse cultural team performs under certain leadership. However, the discussion was only done with the

team leader and the perspective of the team members are still unknown. During the interview, the team leader answer that they are getting the best out of their team from the last four to six years and the reason to say that is the report they have received from the quality control inspection like Oiva, REV Facility Inspection, Guest Trac. In addition to this, the aim of this theme is also to get familiar with how a leader communicates in a diverse cultural team. In a diverse cultural team, it is vital to understand that miscommunication could lead to the dysfunction of the team. During the interview, the leader highlighted that a clear conscience and direct verbal communication with the whole team plays a big role to achieve high team performance. However, if the situation is critical then one to one conversation comes handy and effective.

5 CONCLUSION

This chapter explains the results from the analysed data as well as answers to the main research questions and sub-questions. The explanation is done based on data collected from theoretical and empirical research. Moreover, the chapter also talks about the validity and reliability of the research and suggestion for further research.

5.1 Results of analysed data

The main objective of this research was to learn and make the reader understand how different leadership styles be applied to lead a multicultural team. In the 21st century, working in a diverse cultural team is evolving with the evolve in globalization and with the evolve in the globalization new leadership styles are also emerging and evolving. During the interview, the leader stated,

“Leadership style is not necessarily based on a particular style rather it is about tailor-fitting your style of leadership with the situation.”

Similarly, in the contingent leadership style, the leader’s effectiveness is ascertained by how well the leader matches different leadership styles with a different situation. In order to support the main objective of the research, there were few sub-objectives. The interview’s answers show that to lead a multicultural team, one must understand about different cultures, diversity, communication with the diverse team and building trust among the team members. There are always different situations in the organization which could be critical, tame or wicked and a contingent leader always tends to apply different leadership style according to a different state of things. In other words, to lead a multicultural team applying a certain leadership in every situation is useless and the reason behind this that followers’ behaviour is different especially when it is about leading a multicultural people.

Furthermore, the interview’s answers also show that the team leader is relationship-oriented because the interviewee seems to have trouble to lead a recent recruit member in the team. During the second theme interview, the interviewee was asked about his thoughts on cultural diversity where he highlighted,

“Culturally sensitive and Learning from each other versus Cross-cultural communication and Delay in fulfilling the responsibility causing a delay in decision-making”

The highlighted thought and explanation from the team leader shows that the leader's team is culturally sensitive and learning from each other thought is the strength. However, cross-cultural communication from leader to follower and follower to follower and delay in fulfilling the responsibility on time has created problems often resulting delay in the decision-making process.

In order to develop leadership, the leader should be provided more cross-cultural communication awareness programme or seminar which helps the leader to destroy the language barrier. The leader in the team should be an example to their followers and thus need to motivate every team member through building the trust and being open in the communication. Table 1 reveals the answers to the research questions.

Table 1: Answers to the research questions

	Research Questions	Answers to the questions
Main-question	How do the different leadership styles apply to lead the multicultural team?	The multicultural team or organization faces different types of problem in different situations and to handle this, contingent leadership style comes out handy. From the study of theoretical and empirical research, it can be stated that the leader tends to apply different leadership style contingent on situations. The results from the interview show that to be able to apply different leadership styles, the leader must understand the multicultural team, their behaviour, cultural diversity and cross-culturally competent. Therefore, the answer to the following sub-questions strengthens the main research.
Sub-question	What are the multicultural organization and team?	The multicultural team is the composition of team members or the working people who are from different cultural background. Therefore, such a workforce has a broad range of cultural diversities in the organization. The foremost common characteristics utilized to distinguish the level of multiculturalism apparent in each workforce frequently bubbles down to age, sex, ethnicity, race, and physical capacity and the organization which is

		<p>organized by these diverse workforces is known as a multicultural organization. People from different cultures, religions, races are handed equal opportunities in the multi-cultural organization without any discrimination to work and achieve the organization's goal.</p>
Sub-question	How does cultural diversity exist in the multicultural team?	<p>Cultural diversity means having employees with multiple cultures, races, ethnicity, languages, and religions in the workplace which creates both positive and negative effect in the organization. So, cultural diversity is not always a win-win situation. The positive effect of diversity can come from the talent and skilful people. However, incompetence in cross-cultural awareness can create dysfunction in the team.</p>
Sub-question	How could the leader develop a leadership style?	<p>A good leader encounters different ideas and vision and formulates them to get a better decision and impact in the organization. Leadership style is evolving more and more with the globalization. A leader must have the knowledge and skills of maintaining cultural synergy in multicultural team meaning that to develop leadership, the team leader must build the trust and being aware of the cultural differences plays a vital role to solve different problems that arise in the team and organization.</p>
Sub-question	How does the multicultural team perform under a certain leadership?	<p>From the interview's answers, it was concise that if the leader lacks the cross-cultural skills then the team could be misleading in the communication which may result in the delay in fulfilling the responsibilities delegated by the team leader. As in the interview, several answers were spotted resulting in a delay in decision making due to lack of cross-cultural communication skills. However, if the leader possesses adequate skills to lead then</p>

		the leader can motivate and inspire them which enhances the team performance.
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5.2 Validity and reliability

Both primary and secondary sources have been used to collect the data. For the secondary source of data collection, the writer has used different published books, articles and journals, and reliable electronic sources with references whereas, for the primary source, the interview method has used which took place in real-time. In Qualitative research, it is mandatory to include how much the collected is valid and reliable to be considered.

Reliability tells you how consistent and reliable is your research method that is applied to measure the result. More specifically, reliability can be ensured by applying the method carefully and consistently to measure the result. The answers from the research interview and the interpreted result were clearly explained and presented about how does cultural diversity exist in the case company, how could the leader develop the leadership style and how different leadership styles applied to lead the multicultural team. Moreover, reliability can also be enhanced by using numerous reliable and suitable research sources in one research to collect the data. (Fiona, 2019.)

Validity tells you how does your research result sound. More specifically, validity means how accurate the result is measured that is supposed to be measured. Validity can be ensured by choosing a suitable measurement technique. Unlike quantitative research, the validity of qualitative research is difficult to measure and harder to access. The reason behind this is that result after the comparison should be accurate and it is difficult to show without the actual numbers. However, it is still possible to make the research valid. The research can be meaningful by comparing the result from the analysed data with other relevant research data and facts. For the validity of the research, the information collected from the interview is analysed by comparing with the relevant data collected from the different published book, journals and articles. (Fiona, 2019.).

After comparing both data, the answers to the research questions are provided with real-life examples which shows the validity and reliability of the research. Furthermore, interviewing the team members' or even more than one team member could increase the validity and reliability rather than relying on one team leader's perspective which can decrease the validity and reliability because the number of the interviewee is just one. This might also help readers to understand the general understanding of the multicultural team.

5.3 Suggestion for further research

The first and foremost thing to suggest for further research is the perspective of the team members. In this thesis, only a team leader's perspective is presented and compared with the data collected from reliable sources. Thus, one of the most important suggestions for further study is to collect the data from employee where they should provide the same topic questions. As a result, both perspectives can be compared to get a better result for both readers as well as the case company.

Besides this, the research also does not reveal about the much more about the cross-cultural communication between the leader and followers and between the followers. Further research on cross-cultural competence is also suggested and the reason behind this that both leader and team member need to be competent when working in the cross-cultural environment.

In this research, findings are bounded to the case company only. These findings cannot be generalised because the results or the information collected from other case company might not be the same. Therefore, further research on this topic can only be done if the case company is the same otherwise the result could not reliable and valid.

6 SUMMARY

Leadership is an art through which leaders align individual in a group to achieve the organizational common goal and leadership style is the technique or way to lead a team. However, leading a multicultural team was a vast difference from leading the same cultural background team. The topic of the thesis was “*Leadership Styles in the Multicultural Team*”. The focus of the research was to learn and make the readers understand how different leadership styles applied to lead a multicultural team.

In the first chapter, thesis introduction on the background, thesis objectives and research questions, and thesis structure and research methodology were discussed. Based on the main research question, multicultural team, culture, levels of culture, cultural synergy and diversity in the multicultural team were discussed in the second chapter. Team leadership and different leadership styles were presented in the third chapter. Empirical research of the thesis starts with the case company introduction and after that, the research procedures were addressed in the next heading. The research followed the qualitative research method of data collection and analyzation. Primary data for the empirical research was collected from the interview whereas for secondary data various reliable and valid article and electronic source with published books were used to analyse the data were addressed in the fourth chapter. In the fifth chapter, the results of the interview of the thesis were explained by giving answers to the main question and sub-questions. Besides, the reliability and validity of the research, and suggestions for further research were also discussed in the fifth chapter.

To sum up, the thesis unwrapped the leadership styles in the multicultural team by explaining that there is no single leadership style to deal with different situation that occurs in the organization rather it is about applying different leadership styles in different situations. The case company leader was recommended for further training on cross-cultural communication skills to develop the leadership.

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Interview

Interviewee 1. 2020. Unit 2 Team Leader. HMS Host Oy. Interview 27 April 2020.

APPENDICES

Appendix 1: Interview questions

1. Background Information

- About your nationality?
- How many years you have been working in the organization?
- How many years you have been working as a team leader?

2. Multicultural Team

- What are the first thoughts you have when thinking of the multicultural team?
- How does cultural diversity exist in your team?
- How do you experience the diversity in your team? (benefits and problems)
- How do you handle the cultural diversity of your team?

3. Team Leadership

- What are your first thoughts about team leadership or leadership styles?
- How do you as a team leader experience the leadership in your work community?
- How would you as a team leader develop team leadership in your work community?
- What are your thoughts about delegating responsibilities?
- How do you as a team leader handle disagreements while delegating responsibilities or while making decisions?
- What are the challenges you as a team leader have to face during your leadership?
- How are you as a team leader able to come up with new ideas or how are you able to collaborate with others?

4. Team Performance

- What are your first thoughts about your working team?'
- How do you as a team leader communicate in your work community?
- How do you experience about mutual trust and respect in your work community?
- How do you monitor your team performance?